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Leadership's Role in Navigating Sustainability and Digitalisation in Enterprise

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ABSTRACT

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Team management in the context of digitalisation and related challenges requires new solutions. The aim of the paper was to analyse leadership's role in addressing sustainability and digitalization challenges in enterprise management. The research design consisted of mixed methods, combining qualitative and quantitative data collection methods. This, in turn, provided a comprehensive understanding of the challenges, strategies, and leadership roles associated with sustainability and digitalisation in business management. To achieve the aim of the study, empirical research methods were used - a survey based on a pre-designed questionnaire. The problems of the impact of management decisions on the economic sustainability of enterprises and the peculiarities of the impact of digitalisation on modern management activities were highlighted in the paper. It was proved that leadership had a significant impact on creating a motivating and favourable working atmosphere, which helped increasing the productivity and reduce the staff turnover. The right management decisions become a decisive factor for the formation of overall stability in the working team. It was emphasised that the obtained data indicated that the majority of respondents considered the implementation of sustainability and digitalisation as key elements of modern management. Leadership, in turn, was of great importance in this process, especially in supporting and overcoming the main challenges on the way to enterprise digitalisation. These challenges, such as insufficient resources and technological limitations, require attention in order to ensure the successful implementation of management strategies through the prism of digitalisation. Implications: The practical significance of the obtained results was to build a model of management decision-making, the key principle of which is the emphasis on leadership and the formation of an atmosphere of trust in the team. The conclusions emphasised the relevance of further integration of digital technologies into the sphere of management and decision-making.

Introduction

Digitalisation is an essential element of the functioning of any modern enterprise, combined with the current challenges of remote work and the computerisation of key production processes and services. The current need to revise the formation of management decision-making mechanisms is partly justified by the effects of the global COVID-19 pandemic, quarantine restrictions related to it, and the latest social requirements for the work of management professionals. Due to the widespread adoption of digital technologies, management work has undergone major changes. Particularly, many companies were forced to make major adjustments to their business models and quickly change their strategies to minimise the negative impact of the global pandemic and socio-economic challenges. A considerable amount of new work was related to responding to these transformations and adapting to new current realities. COVID-19 and other current challenges have led to the formation of new ways of interaction based on digital remote work tools rather than direct personal contact with employees. Therefore, the relevance of further analysis of possible responses to the challenges of modern environments will increase as the integration of digital technologies into professional life and management will continue to become commonplace even after the pandemic is lifted globally.

In the contemporary landscape of business and industry, two defining forces are reshaping the way organisations operate and strive for excellence: sustainability and digitalisation. These forces are not merely trends; they represent fundamental shifts in the way enterprises approach their strategies, operations, and stakeholder engagements. Sustainability, with its emphasis on ethical and environmental considerations, calls for responsible and conscientious business practices. Digitalisation, on the other hand, leverages cutting-edge technology to drive efficiency, innovation, and competitiveness. At the intersection of these transformative dynamics stands leadership, tasked with the critical responsibility of navigating an increasingly complex and interconnected business world. The leadership's role in steering organisations through the challenges and opportunities presented by sustainability and digitalisation is a topic of paramount importance. The integration of sustainability practices and the effective utilisation of digital tools are no longer optional but rather essential components of a successful enterprise strategy.

Research Problems

In this context, the research problem at the heart of this paper revolved around understanding the multifaceted role of leadership in addressing the simultaneous imperatives of sustainability and digitalisation within enterprises. This research problem unfolded as a result of several interconnected factors. For example, leadership must strike a balance between sustainability goals, often characterised by long-term, socially responsible objectives, and digitalisation goals, which often emphasise short-term efficiency and innovation. Also, the complexity of managing sustainability and digitalisation initiatives concurrently poses substantial challenges, necessitating adept leadership to align these efforts cohesively. It is important showing stakeholder expectations. A diverse array of stakeholders, including customers, investors, regulators, and employees, have heightened expectations concerning sustainability and digitalisation. The leadership must respond effectively to these diverse demands.

Research Focus

This paper aimed to shed light on the intricate dynamics of leadership's role in the context of sustainability and digitalisation within enterprises. It sought to explore the following key areas, such as leadership strategies: examining leadership strategies, styles, and competencies that facilitate the integration of sustainability and digitalisation into an organisation's culture and operations. Also, it is important to investigate the organisational impact, the outcomes, and the impacts of effective leadership in terms of sustainability practices and digital transformation within the enterprise. For further research, it will be added information about challenges and opportunities: Identifying the challenges faced by leaders in navigating these dual imperatives and the opportunities that arise from their successful integration. Analysing real-world case studies of organisations can demonstrate exemplary leadership in addressing sustainability and digitalisation, drawing lessons and best practices.

Therefore, the purpose of the article was to analyse the role of leadership in addressing the problems of sustainable development and digitalisation in enterprise management. The realisation of the purpose of the work also involved consideration of the following issues: 1) to analyse the scientific literature on the subject. 2) to take into consideration the results of empirical measurements. 3) to define the role of the leadership and its impact on management decisions, sustainable development, economic resilience, and enterprises digitalisation.

Theoretical Framework and Literature Review

Today enterprises face a complex web of challenges that are intimately connected with both sustainability and digitalisation. These challenges often overlap and amplify each other, creating a multifaceted environment that demands careful consideration and strategic planning from leadership. Researchers indicate some specific challenges that enterprises encounter in this context. For example, problems with data privacy and security: as enterprises digitise their operations and gather vast amounts of data, they face heightened concerns over data privacy and cybersecurity. Protecting sensitive customer and corporate data becomes paramount. Also, not all employees or customers have equal access to digital tools and skills, creating a digital divide that enterprises need to address. Stakeholders increasingly demand transparency regarding an enterprise's sustainability efforts and digital practices. This requires robust reporting mechanisms and clear communication strategies.

The problem of developing management strategies and decisions is of interest to many scholars (Zen et al., 2023). This topic has become especially popular given the undeniable interconnectedness of digitalisation and management development. According to Helmke (2022), many global companies have increased their IT budgets by 10%. Modern scholars generally assess the positive impact of such processes as globalisation and digitalisation on the development of management decisions (Ghazy et al., 2022). They influence the emergence of new innovative trends in this area.

Particularly, Balzer et al. (2020) consider that in the digital age, management opportunities have only increased. The study by Buriak et al. (2022) found that information and communication technologies are an important part of modern management. Namely, the augmented reality technologies can radically transform the decision-making process itself by creating visualisations through “collecting large amounts of data and generating clear and understandable realistic three-dimensional images” (Buriak et al., 2022, p. 31). The conceptual

framework of digitalisation in various fields is described in Samoilenko (2022). It is shown that modern companies, using up-to-date digital technologies, have given new meaning to digitalisation as a kind of development resource and increased the role of the mental potential of staff (Johnson, 2013; Zainol et al., 2021). Thus, digitalisation affects not only the value chain of products and services but also the formation of strategic decisions of business process participants (Kraft & Drerup, 2023).

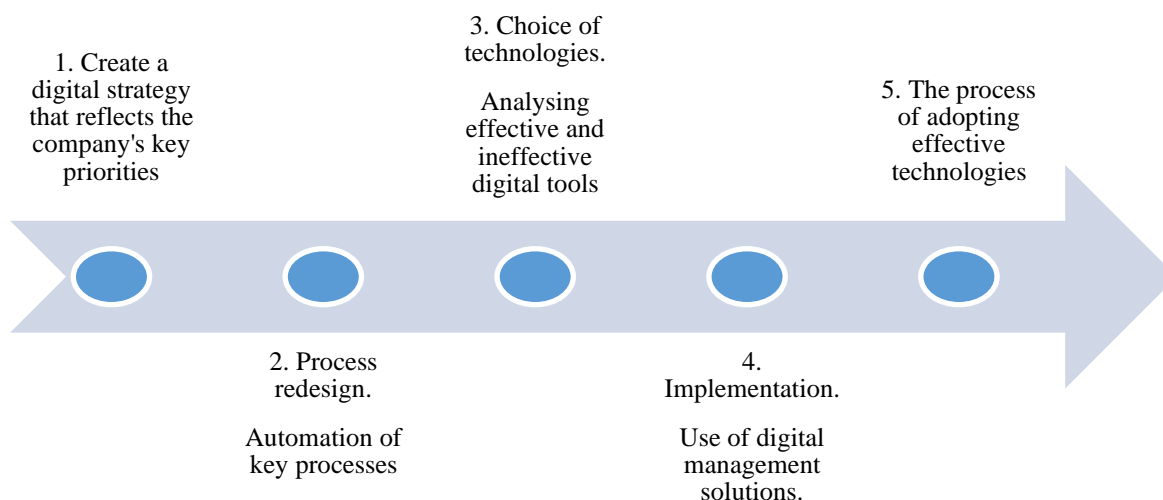
At the same time, Buriak and Petchenko (2021) analysed the main dilemmas in the formation of accounting for the functioning of the future management system. Modern challenges of managing innovative business projects are traced in Fleischmann et al. (2020). Bilyaze (2022) formulated a strategy for economic development in the context of globalisation.

Duckstein (2023) described the main digital tools for managing innovation activities. A similar issue was also analysed by Kalvet et al. (2020). The main advantages of implementing innovative solutions in business analytics in the example of SIGA, were described by Hecht and Scherrer (2023). The main aspects of the formation and development of the company of the future were identified by Svitlak and Huts (2022). The study by Engelbergs and Moreira (2023) indicates that digitalisation has had a significant impact on financial processes through the use of “flexible working methods and the introduction of various new efficiency standards”. Their article analyses two new financial controlling projects in Zalando's system and highlights them through the lens of digital change.

Mohsin et al. (2022) conducted a study examining the interplay among workplace ostracism, workplace incivility, and knowledge withholding behaviours, which encompassed evasive hiding, feigning ignorance, and rationalized hiding. This investigation also took into account the potential mediating influence of job anxiety. Li et al. (2021) examined and analysed the influence of Leader-Member Exchange Differentiation (LMXD) on employee safety performance. Their findings indicated that LMXD had a direct, positive impact on negative emotions and indirectly affected employee safety performance through the mediation of negative emotions and work engagement. Furthermore, interpersonal trust was found to moderate the relationship between LMXD and negative emotions. This study makes a valuable contribution to the field of organisational behaviour, particularly in addressing the significant challenge of workplace safety in the construction industry. It underscores the importance for enterprises to be mindful of the potentially adverse effects of LMXD and emphasises the pivotal role of a fair working environment in ensuring employee safety. At the same time, Sarfraz (2021) delineated the intricate relationship between business sustainability and organisational performance within the framework of the circular economy, with a specific focus on the moderating influence of organisational competitiveness.

The current trends in the digital transformation of the financial industry are traced in Keimer and Zorn (2023). Rachida (2020) describes the main changes in HR management related to digitalisation. Raschig and Schulze (2023) analysed the further development of the financial sector in the context of digitalisation. The peculiarities of using smart technologies in the management process are described in the study by Langer and Neugebauer (2023).

Metelenko et al. (2021) characterised the key theoretical and methodological aspects of management digitalisation in Ukraine. Thus, the current scientific literature identifies several important stages of enterprise digitalisation (see Figure 1).

Figure 1*The Main Stages of Enterprise Digitalisation*

At the same time, modern researchers note that in competitive digital management, modern enterprises need to systematically introduce innovative technologies to ensure its optimal functioning (Sidler & Gerussi, 2023; Wielki, 2020). At the same time, the company's sustainability, consistency, and competitiveness are formed through the application of innovative digital technologies and the use of a single effective management information system, which is clearly linked to the transformation of current business processes in accordance with innovative digital strategies for organising business activities (Kopytko et al., 2021). Therefore, sustainability is a sequence of connections between its elements that are maintained over time during transformations. Other scholars define the sustainability of enterprises as their ability to withstand various negative impacts, whether natural or economic (Dooranov et al., 2022).

In practice, this means enterprises can overcome unfavourable conditions and use them to their maximum advantage for their development (Silva et al., 2021). Some economists believe that the sustainability of enterprises lies in their ability to produce the right amount of products of the required quality, even in the face of change or any other stressful situations (Ilg & Baumeister, 2023). The role of leadership and successful managerial decisions have a major impact on the sustainability of professional teams (Geissinger et al., 2023; Robert, 2012). Managers, as leaders, shape the mood and motivation of their team, as shown in Cousin (2019). Their leadership qualities, such as empathy, willingness to cooperate, and ability to resolve conflicts, can improve teamwork and contribute to the effective completion of tasks. Leaders also define the company's or enterprise's strategy, goals, and directions for further development (Bannikova, 2019). When the development strategy is clear, realistic to implement, and takes into account transformations in the external environment, it forms the prerequisites for the effective development of the organisation and ensures its economic sustainability (Dykan et al., 2021). Accordingly, analysing the role of the leadership in implementing management features through the prism of digitalisation changes is a relevant and important topic for research, especially given the rapid development of global trends in management digitalisation.

Method

Characteristic of Participants

The study involved 177 participants who were managers working in companies with a staff size ranging from 50 to 80 employees. These managers were responsible for various aspects of business management, including operations, human resources, finance, and strategy. Participants were selected based on their experience, knowledge, and involvement in decision-making processes related to sustainability and digitalisation initiatives in their organisations (See Table 1).

Table 1

Classification of Respondents

Criterion.	Explanation.	Quantity in % ratio
Position and responsibility	Senior management (CEO, directors in various areas): These individuals were responsible for the strategic management of the company and determining strategic development directions, including aspects of sustainability and digitalisation.	23%
	Middle management (department managers, project managers): These individuals had operational responsibility for the implementation of strategies, including the implementation of sustainability and digitalisation on a practical level.	77%
By industry sector	Industrial sectors (manufacturing, material processing): Participants in these industries faced challenges in terms of process optimisation, resource utilisation, and effective use of digital solutions.	23%
	Technology industries (information technology, programming): Participants from these industries had extensive experience in implementing digital solutions but may also face challenges in the sustainable use of technology.	33%
	Healthcare. The study participants implemented management in healthcare institutions and used a digitalisation approach to management.	15%
	Service sector. Managers working in the service sector. Leadership and digitalisation skills play an important role in this industry. Therefore, managers working in this industry should have these competences.	29%
By experience and age	Experienced leaders: Participants with years of experience in various aspects of management who may have a deeper understanding of the impact of sustainability and digitalisation on strategic decisions.	41%
	Younger leaders: Participants who can bring new ideas and approaches but may also need more support in implementing sustainability and digitalisation.	59%

The classification of the study participants based on these characteristics will enrich the understanding of the impact of leadership on addressing the challenges of sustainability and digitalisation in enterprise management.

Sampling Procedures

Different criteria were used when selecting the study participants: *Inclusion Criteria:* Participants must hold a managerial position within their respective organisations. Participants' organisations must have a staff size between 50 and 80 employees. Participants must have a minimum of one year of experience in their managerial roles.

Exclusion Criteria: Participants who did not meet the inclusion criteria were excluded from the study. Participants who did not provide consent to participate were also excluded. The participants were selected using a stratified random sampling approach to ensure representation from various industries.

1. **Stratification.** The population of interest, which consists of managers in companies with 50-80 employees, was first divided into strata based on their respective industries (e.g., manufacturing, IT, healthcare).
2. **Random Sampling.** Within each stratum, participants were randomly selected using a random number generator. This approach ensured that the sample included participants from a variety of industries, thus increasing the generalizability of the findings.
3. **Sample Size.** The final sample size of 177 participants was determined based on considerations of statistical power and practical feasibility.

Research Design

The study employed a mixed-methods research design, combining both quantitative and qualitative approaches in order to gather comprehensive insights into the research topic. The quantitative component involved the administration of structured questionnaires to collect numerical data. The qualitative component consisted of semi-structured interviews with a subset of participants to gather in-depth, open-ended responses. This approach ensured a full understanding of the challenges, strategies, and leadership roles associated with sustainability and digitalisation in business management.

Instruments and Data Collection

The qualitative stage included semi-structured interviews. Semi-structured interviews were conducted with the participants in order to highlight their experiences, perspectives, and ideas on the challenges of sustainability and digitalisation in business management. The interviews explored their perceptions of the role of leadership in addressing these challenges and promoting sustainable digital transformation. The interview guide covered topics such as current challenges, leadership strategies, and best practices.

The quantitative stage involved the use of a survey questionnaire. Participants were provided with a structured questionnaire to collect quantitative data on their perceptions of sustainability and digitalisation challenges, as well as leadership approaches that contributed to addressing these challenges. Likert scale and multiple-choice questions were used to measure attitudes, perceptions, and practices.

Questionnaire Design

A structured questionnaire was developed as the primary data collection tool. The questionnaire consisted of multiple sections: *Section 1: Demographic Information* - Participants provided details about their job titles, industries, years of experience in their current role, and age. *Section 2: Perceptions of Sustainability and Digitalisation* - Participants rated their organisation's level of sustainability practices and digitalisation on a 5-point Likert scale (1 = Very Low, 5 = Very High). *Section 3-4: Leadership and Challenges* - Questions in these sections focused on the importance of leadership in sustainability and digitalisation, types of leadership support received, and challenges faced. *Section 5: Open-Ended Questions* - Participants were given the opportunity to provide qualitative insights and comments (see [Table 2](#)).

Table 2
Sample Likert Scale Questionnaire and Open-Ended Questions

Section.	Question.
Section 1. Demographic data	Your position in the organisation. The industry in which your organisation operates. Your length of service in your current organisation. Your age.
Section 2. Sustainability and Digitalisation	What is your assessment of the level of implementation of sustainable practices in your organisation? (1 - very low, 5 - very high) [] 1 [] 2 [] 3 [] 4 [] 5
Section 3. The role of Leadership	How do you rate the importance of leadership in the successful implementation of sustainability and digitalisation in your organisation? (1 - very low, 5 - very high) [] 1 [] 2 [] 3 [] 4 [] 5
Section 4. Challenges and Resources	What are the main challenges of implementing sustainability and digitalisation in your organisation? (Multiple options are possible) [] Lack of resources (financial, human) [] Neglect by employees [] Lack of a clear strategy [] Technological limitations [] Uncertainty about the benefits of digitalisation
Section 5. Open questions:	1. What is your understanding of the role of leadership in addressing the challenges of sustainability and digitalisation? 2) How does leadership contribute to avoiding or overcoming the challenges of sustainability and digitalisation? 3. What specific leadership practices do you consider most successful in implementing sustainability and digital transformation in your organisation? 4. What advice do you have for other leaders facing sustainability and digitalisation challenges?

Data analysis

1. Thematic analysis: The transcribed interviews were subjected to a thematic analysis, which identified recurring themes related to sustainability, digitalisation challenges, and leadership roles. Themes were identified through a systematic coding process that allowed for the identification of patterns and ideas.

2. The quantitative data analysis was processed using descriptive and inferential analysis. Descriptive statistics were used to summarise the survey responses, providing an overview of participants' perceptions. Inferential analysis, such as correlation and regression analysis, was used to explore the relationships between variables such as leadership styles and successful navigation of sustainability and digitalisation challenges.

3. In this research, of great importance was the was inferential analysis. Inferential statistical methods were employed to examine relationships and associations between variables. This included correlation analysis to assess relationships and multiple regression analysis to predict the influence of leadership on sustainability and digitalisation. In addition, the study used the method of systematic analysis and comparison in order to qualitatively process the responses of the participants of the experiment and evaluate them in the research field.

Ethical Considerations

Participants were provided with detailed information about the purpose of the study, procedures, and their rights. The informed consent was obtained from each participant prior to recruitment. The surveys did not contain any elements of gender inequality.

Results

The majority of Ukrainian managers rated the level of implementation of sustainable practices at 3 points - 54 people and 5 points - 46 people. At the same time, respondents identified the leadership as playing an important role in the successful implementation of sustainability and digitalisation: 53 people rated this indicator at 4 points and 45 people at 5 points (see [Table 3](#) and [Figure 2](#)).

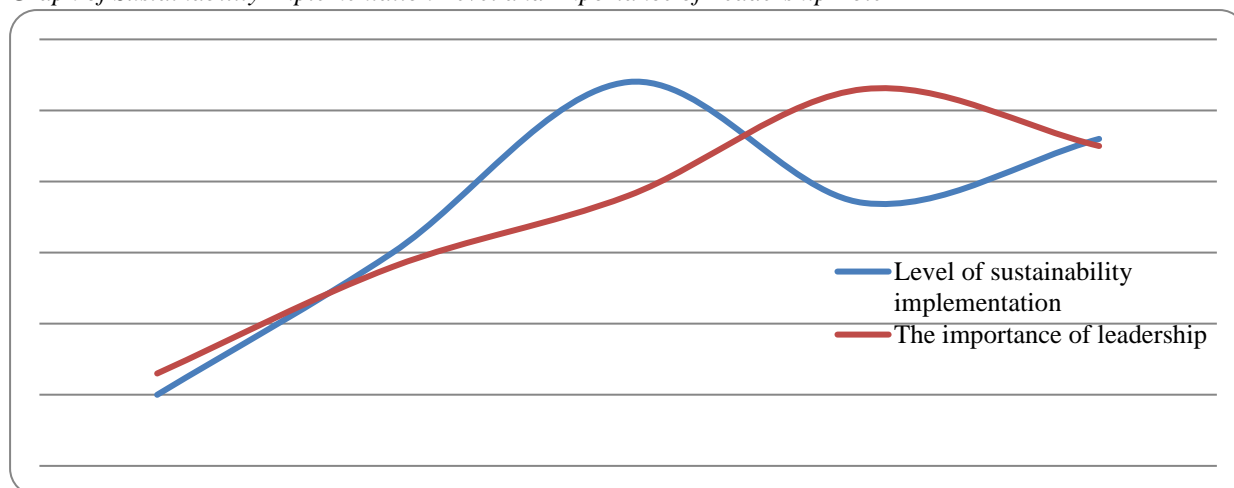
Table 3

Overview of the Responses of the Experiment Participants

Question 1. What is your assessment of the level of implementation of sustainable practices in your organisation?	1	10 people
	2	30 people
	3	54 people
	4	37 people
	5	46 people
Question 2: How do you assess the importance of the leadership in the successful implementation of sustainability and digitalisation in your organisation?	1.	13 people
	2.	28 people
	3.	38 people
	4.	53 people
	5.	45 people

Figure 2

Graph of Sustainability Implementation Level and Importance of Leadership Role



We will use statistical methods to process this data.

1. 1. The level of Sustainability Implementation:

Average value: $(1 * 10 + 2 * 30 + 3 * 54 + 4 * 37 + 5 * 46) / (10 + 30 + 54 + 37 + 46) \approx 3.52$

2. The importance of the Leadership Role:

Average value: $(1 * 13 + 2 * 28 + 3 * 38 + 4 * 53 + 5 * 45) / (13 + 28 + 38 + 53 + 45) \approx 3.56$

The average value of the assessment of the level of sustainability implementation in the organisation is about 3.52, which indicates that most participants perceive the level of sustainability implementation as moderate. At the same time, the average value of the importance of leadership in the successful implementation of sustainability and digitalisation is about 3.56. This indicates that most participants consider leadership to be quite important in the context of sustainability and digitalisation.

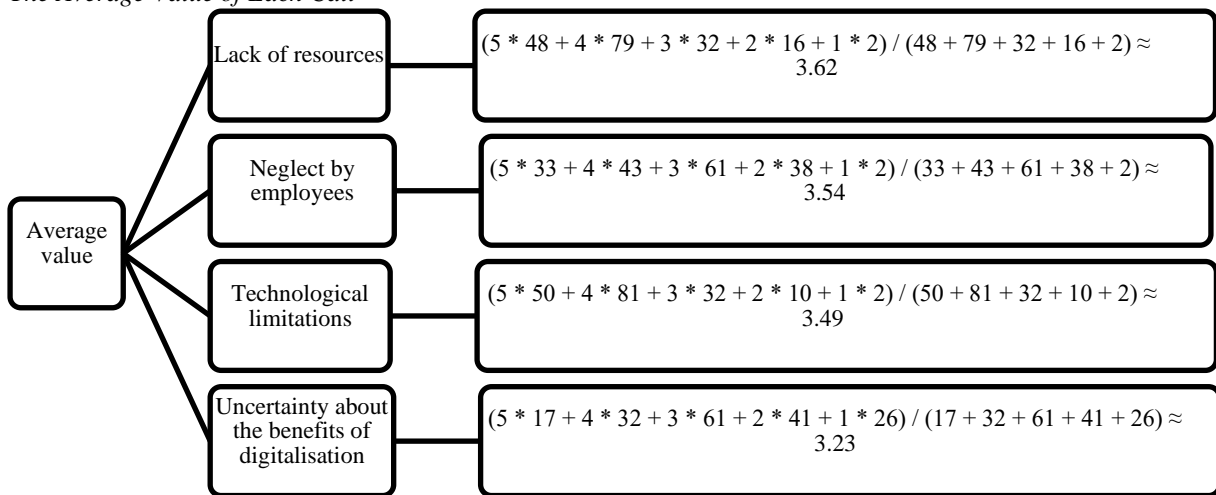
At the same time, the main challenges affecting the implementation of digitalisation and sustainable operations of an organisation are the lack of a clear strategy, technological limitations, and insufficient resources (both financial and human). These aspects were emphasised by the majority of respondents (see [Table 4](#)).

Table 4
Overview of Challenges and Respondents' Assessments

The main challenges of implementing sustainability and digitalisation in an organisation	
Lack of resources (financial, human)	48 people (score 5), 79 people (score 4), 32 people (score 3), 16 people (score 2), 2 people (score 1)
Neglect by employees	33 people (score 5), 43 people (score 4), 61 people (score 3), 38 people (score 2), 2 people (score 1)
Lack of a clear strategy	50 people (score 5), 81 people (score 4), 32 people (score 3) 10 people (score 2), 2 people (score 7)
Technological limitations	57 people (score 5), 74 people (score 4), 40 people (score 3), 6 people (score 2), 0 people (score 1)
Uncertainty about the benefits of digitalisation	17 people (score 5), 32 people (score 4), 61 people (score 3), 41 people (score 2), 26 people (score 1)

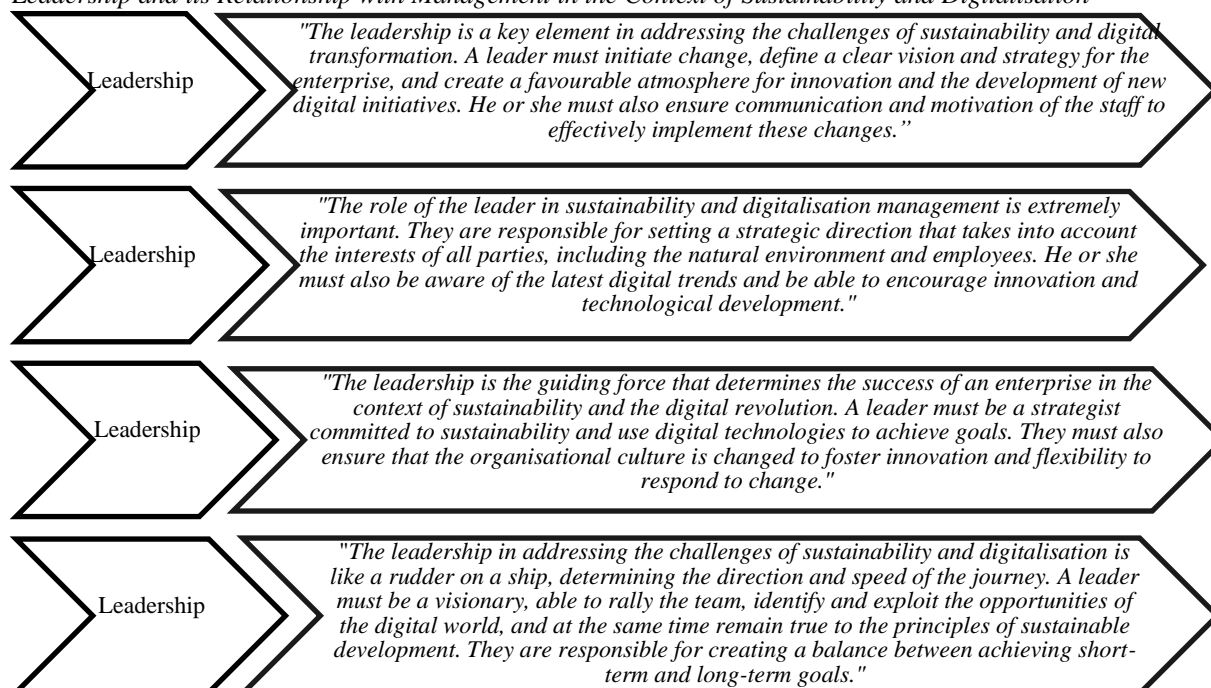
For each challenge, the average of the scores was calculated (see Figure 3).

Figure 3
The Average Value of Each Call



Thus, the analysis of the challenges related to sustainability and digitalisation shows that the most common challenges are “Lack of resources” and “Technological limitations.” This may indicate the need for greater investment in resources and infrastructure to effectively implement change.

In view of the study of the impact of leadership on solving the problems of sustainable development and digitalisation in enterprise management, we will determine the explanation of the phenomenon of leadership. To do this, respondents were asked to describe the role of leadership in addressing the challenges of sustainability and digitalisation. The most detailed answers are presented in Figure 4.

Figure 4*Leadership and its Relationship with Management in the Context of Sustainability and Digitalisation*

Therefore, the leadership plays an important role in avoiding or overcoming the challenges of sustainability and digitalisation (Kumari, 2022). There are some practices and ways in which leaders contribute to this process. It is particularly important to define a vision and strategy (29% of respondents emphasised this), as leadership helps to establish a clear vision of the future where sustainability and digitalisation are key factors. At the same time, the leader must create an atmosphere where innovation and experimentation are an important part of the organisational culture (Liao & Wang, 2021). This helps to respond to change, introduce new ideas, and take risks with new approaches. This aspect was highlighted by 34% of respondents. Another important practice is staff engagement and motivation (identified by 31% of respondents). Leaders need to motivate and engage staff to actively participate in digital transformation and sustainability. This can be achieved through communication, training, providing development opportunities, and encouraging collaboration. On the other hand, the process of creating a shared understanding is important: The leader must facilitate the understanding of all team members of the importance of sustainability and digitalisation (Rahman, 2019). This can be achieved through effective communication, training, and clarification of the principles of action (emphasised by 21% of respondents). At the same time, setting an example is an effective practice. This aspect was emphasised by 41% of respondents). Also, it is important to understand real cases. For example, Walmart, a global retail giant, recognised the potential to improve sustainability and efficiency in its supply chain through digitalization. The company implemented a digital supply chain platform that leverages real-time data to optimise inventory, reduce waste, and lower emissions. Walmart's leadership, including CEOs like Doug McMillon, played a key role in this initiative. Their commitment to sustainability and digitalisation led to significant improvements in the company's environmental footprint and operational efficiency. This example highlights how leadership can drive sustainability gains while also reaping cost savings through digitalisation. Schneider

Electric, a global energy management and automation company, developed the EcoStruxure platform, which uses IoT and data analytics to optimise energy consumption and sustainability in buildings, data centres, and industrial processes. Jean-Pascal Tricoire, Schneider Electric's Chairman and CEO, led the company's shift toward sustainability and digitalisation. Under his leadership, Schneider Electric harnessed the power of digital technologies to help customers reduce their carbon footprint and enhance energy efficiency. This case illustrates how the leadership can drive innovation and revenue growth through the convergence of sustainability and digitalisation. But global and local leadership both have their unique challenges and implications. Effective leaders recognise the need to balance global consistency with local adaptation, understand the specific challenges of their industry and region, and foster a culture of flexibility and innovation to succeed in today's complex and interconnected world. For example, different regions have distinct cultural norms and consumer behaviours. Strategies may need to account for these variations, such as adapting advertising messages or product offerings. Also, industries like finance and healthcare often face stringent regulatory frameworks that vary by country. Leaders must ensure compliance while optimising operations. Another important practice is risk management, as a leader helps to identify and manage the risks associated with sustainability and digital transformation (Crăciun, 2015). A leader must be prepared for uncertainty and respond to possible problems in a timely manner.

Discussion

Most researchers emphasise that the leadership in business relationships, including business and management, emerges in conditions of openness, vulnerability, uncertainty, and lack of control (Hecht & Scherrer, 2023; Johnson, 2013). It also plays an important role in the age of digitalisation. Managers play a crucial role in ensuring that every employee in the organisation learns how to build trust on their own (Ghazy et al., 2022). The responsibility for creating an appropriate culture lies with the leadership, and then with each manager, who must understand and support this culture (Bannikova, 2019). In addition, it is an important decision to take the time to analyse what are the key factors in creating trust between business partners, employees, and colleagues from around the world, as rightly emphasised by Zolkover et al. (2020). Different aspects of leadership may be important in different markets: in some, networking outside the work environment, while in others, the emphasis on knowledge and interesting presentation during work meetings (Jabbar & Hussein, 2017). To assess the level of the leadership, it is important to listen to the opinions of employees and customers, organise various anonymous surveys, and receive valuable feedback from stakeholders (Yarmoliuk, 2022).

These researchers' findings correlate with the results of the proposed study, which allows us to confirm them in general. Particularly, many respondents acknowledged that leaders are able to motivate others in their work (31%) and respond to situational changes in a timely manner (34%). This helps adapt the work of the team in times of constant transformation, introduction of digital innovations, and response to other challenges of our time. At the same time, in the Ukrainian context, the personal example that a leader-manager should set for everyone else in the course of their work was emphasised. As far as it was possible to establish, such sentiments are not generally inherent in other realities. This can be explained by certain cultural traditions of Ukrainians, including a tendency to paternalism at the managerial level.

In times of digitalisation, the leadership becomes even more important and relevant (Möhring et al., 2023; Porfírio et al., 2021). Digital technologies penetrate all areas of our lives, including business, government services, education, healthcare, social media, and other aspects (Kraft & Drerup, 2023). The impact of digitalisation on management decisions will continue to grow, and accordingly, the need for leadership as an important component of rapid interaction will increase (Wielki, 2020). Digitalisation also opens up many opportunities for companies, but success requires prudent and informed management decisions to ensure sustainability and competitiveness in the digital world (Ghazy et al., 2022; Helmke, 2022). To work in the context of the total dominance of digital technologies, the following model of building management decisions can be used, which best reveals leadership qualities:

1. Developing a digitalisation strategy is the formation of a clear action plan for the implementation of digital technologies, defining goals and objectives of digital transformation (Engelbergs & Moreira, 2023). A high-quality strategy approved by top management should include a detailed analysis of the company's needs and capabilities, selection of appropriate technologies, and definition of the role of each department in the digitalisation process (Guzmán et al., 2020).

2. Searching for and identifying opportunities to invest in digital technologies (Bican & Brem, 2020). Managers should pay sufficient attention to investments in digital technologies and have information about resources for their implementation.

3. The development of relevant digital competencies of staff (Bickauske et al., 2020). Managers should ensure that staff are trained and develop the necessary competencies for successful digital transformation (Ronzhina et al., 2021).

4. Responding to the cybersecurity challenge (Selb, 2023). Digital technologies introduce new risks in the field of cybersecurity (Yarmoliuk, 2022). Managers should pay attention to data and information protection measures (Urbach & Röglinger, 2018).

5. Working with large amounts of data and reports, which allows collecting and analysing large amounts of data, based on which managers can make informed decisions (George & Schillebeeckx, 2022).

6. A flexible management - the management of companies or production must make decisions to respond to new opportunities and challenges that will certainly appear as digitalisation develops and provides new development opportunities, but also new challenges to respond to (Stanwick & Stanwick, 2020). At the same time, the model requires further discussion, as it does not take into account certain intercultural challenges of the functioning of a modern multicultural team.

The aspects in which the leadership manifests itself in the best way noted in the model design have been confirmed in the study. We believe that further emphasis on the cultural aspect will allow us to better identify the peculiarities of applying the leadership as an element of management in the current conditions of solving the problems of sustainable development and digitalisation in enterprise management.

Conclusions

Thus, under the current conditions of society's development in general, the total penetration of digitalisation into all spheres of life, and the role of management decisions in the functioning of work teams is undergoing certain changes. Particularly, the modern understanding of

economic sustainability requires leadership skills as an important element in influencing the situation of the team making and implementing the right decisions. High-quality human resources management has a significant impact on creating a motivating and favourable working environment, which contributes to high productivity and reduces the staff turnover. This is extremely important for increasing the resilience of the company and its employees, especially in an uncertain environment. The responsibility for the company's team is of utmost importance, as employees' confidence in their future position and contributes to a high productivity. In this context, the right management decisions become a crucial factor in creating an overall stability in the work team.

Thus, the findings indicated that the majority of the survey participants considered the implementation of sustainability and digitalisation as important aspects of management. The leadership is also important in this process, especially in the context of supporting and overcoming challenges. The identified challenges, such as insufficient resources and technological limitations, require attention in order to ensure the successful implementation of sustainability and digital transformation strategies. The challenges identified in the analysis reflect the wide range of difficulties that organisations may face when implementing sustainability and digitalisation. These challenges can be addressed by developing strategic plans, improving communication approaches, investing in employee training and development, and upgrading technology.

At the same time, promising areas for further research include identifying ways to optimise work using digital technologies. Relevant services are developing in line with the overall technological development, so with the further evolution of technologies, management decisions related to improving their implementation in the team will also undergo changes. The future for enterprises in the face of evolving challenges such as sustainability and digitalisation promise to be dynamic, transformative, and highly competitive. To thrive in this ever-changing landscape, the leadership must adopt a proactive and adaptive approach. Here are some insights into what the future might hold for enterprises and how leadership can remain agile and responsive: continuous adaptation, integration of sustainability and digitalisation, regulatory changes, sustainability reporting resilience, and risk management. To remain agile and responsive in the face of these challenges, the leadership should foster a culture of learning, experimentation, and adaptability. This includes investing in the development of digital skills, encouraging a cross-functional collaboration, and embracing a long-term perspective on sustainability. It also means staying attuned to industry trends and emerging technologies while being prepared to pivot when necessary. In essence, future-ready leadership is characterised by a combination of vision, flexibility, and a commitment to responsible and sustainable business practices.

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